

CAPITAL IMPROVEMENT PROGRAM

CAPITAL IMPROVEMENT PROGRAM (CIP)

SUMMARY

The county's Capital Improvement Program (CIP) includes construction, rehabilitation, and repair projects for numerous facilities and structures. Solid waste, road, flood control and park projects are administered by the Economic Development/Public Services Group (ED/PSG). Table 1 provides a summary of ED/PSG projects proposed for 2003-04. Details on the Solid Waste and Transportation Division projects can be found in the budget workbook section for each division. Details on the Regional Park Division projects are on file with the Public Works Department (PWD). Architecture and Engineering Department (A&E) administers projects for all others, including Airports, general fund departments, and Economic and Community Development. Table 2 provides a summary of A&E proposed projects for 2003-04.

Table 1

ED/PSG Capital Improvement Projects					
	Description	# of Projects	New Projects	Carryover Projects	Total
PWD – Solid Waste (SW)	Capital Projects Technical Support	25	\$2,957,263	\$154,500	\$3,111,763
	Site Closures and Maintenance	28	5,709,050	4,518,627	10,227,677
	Site Enhancement, Expansion & Acquisition	28	8,066,116	4,554,194	12,620,310
	Groundwater Remediation	34	7,139,476	2,144,500	9,283,976
	Sub-Total – PWD- SW – CIP	115	\$23,871,905	\$11,371,821	\$35,243,726
PWD – Transportation	Various Road Projects-First District	27	\$3,039,100	\$6,999,000	\$10,038,100
	Various Road Projects-Second Dist.	23	225,000	10,779,100	11,004,100
	Various Road Projects-Third District	12	1,423,000	3,809,400	5,232,400
	Various Road Projects-Fourth Dist.	6	264,100	605,600	869,700
	Various Road Projects-Fifth District	12	322,300	1,502,700	1,825,000
	Total PWD – Transportation – CIP	80	\$5,273,500	\$23,695,800	\$28,969,300
PWD – Regional Parks (RP)	Santa Ana River Trail – Phase II	1		\$3,400,000	\$3,400,000
	Santa Ana River Trail – Phase III	1		2,200,000	2,200,000
	Proposition 12 – Various Projects	9	\$234,184	2,000,000	2,234,184
	Proposition 40 – Various Projects	TBD	1,000,000		1,000,000
	Santa Ana River Pkwy Improve.	1	3,300,000		3,300,000
	Cooley Ranch Landfill Brown Field	1	150,000		150,000
	Wilson Creek	1	65,000		65,000
	Total PWD – RP – CIP	14	\$4,749,184	\$7,600,000	\$12,349,184
Total ED/PSG Capital Improvement Projects		209	\$33,894,589	\$42,667,621	\$76,562,210

Architecture and Engineering Department CIP Projects for 2003-04

The proposed 2003-04 CIP for projects administered by A&E began with 197 requests from 15 departments totaling \$308.5 million. These initial requests were evaluated based on direction provided by the March 19th Financing Plan for the 2003-04 budget which directed that deferred maintenance and health/safety projects be given priority, and that no new general fund supported construction projects be proposed. The focus for 2003-04 was on health and safety, roof repairs, water systems, pavement repair, hydraulic elevator rehabilitation, and fire alarm systems. This evaluation resulted in a proposed list of new projects totaling \$6,326,000 (\$3.524 million - general fund CIP local cost, \$1.615 million - other general fund, and \$1.187 million - other funding):

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Table 2

A&E Capital Improvement Projects					
Description	# of Projects	General Fund - Local Cost	General Fund Other	Other Funding Source	Total
New Projects 2003-04					
Health/Safety	9	\$1,999,000	\$1,120,000		\$3,119,000
General Projects	9	20,000	495,000	\$1,025,000	1,540,000
Deferred Maintenance - Other	5	680,000		117,000	797,000
Paving	2	285,000			285,000
Roofing	2	390,000		45,000	435,000
Americans with Disabilities Act	1	150,000			150,000
Total Proposed Projects 2003-04	28	\$3,524,000	\$1,615,000	\$1,187,000	\$6,326,000
Carryover Projects – Prior Years					
Funds CJV and CJS	78	\$20,008,004		\$41,116,010	\$61,124,014
Aviation	41			22,420,382	22,420,382
Total Carryover	119	\$20,008,004		\$63,536,392	\$83,544,396
Total A&E Capital Improvement Projects	147	\$23,532,004	\$1,615,000	\$64,723,392	\$89,870,396

Details are provided on the following pages.

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CAPITAL IMPROVEMENT PROGRAM 2003-04

Background

On October 1, 2002, county departments were requested to submit Capital Improvement Program (CIP) requests for the 2003-04 budget. The County Administrative Office (CAO) received 197 requests from 15 departments with an estimated cost of \$308.5 million (see Exhibits C and D, All Submittals). Departments submitting more than one CIP request prioritized their requests. CIP requests were also submitted by Architecture and Engineering Department (A&E) and Facilities Management Department (FM) for general projects.

The CIP requests ranged from minor projects under \$10,000 to major projects with total costs, in some cases, in excess of millions of dollars. While the Board of Supervisors approved additional one-time funding in 2002-03 to address deferred maintenance in county facilities, the number of projects submitted and the total dollar volume continues to be reflective of years of limited funding for capital improvements. Particularly, health and safety projects and deferred maintenance for county facilities continue to be critical areas for funding consideration.

Table 3

SUMMARY OF ALL 2003-04 CIP REQUESTS RECEIVED BY GEOGRAPHIC LOCATION		
District	# of Projects	Cost Estimate (Millions)
Countywide	12	\$2.6
1	39	12.4
2	24	4.4
3	19	11.1
4	20	4.0
5	79	274.0
TOTAL	197	\$308.5

Short-List Process

The CAO established the following goals in short-listing the CIP projects:

1. Review prior year CIP funding allocations for savings, priorities, and additional funding needs.
2. Identify potential funding sources for 2003-04 CIP budget.
3. Categorize projects to facilitate evaluation and in accordance with County Policy No. 02-08, Capital Budget Policy.
4. Identify department priorities.
5. Obtain Administrative Analyst and Deputy Administrative Officer review and short-list recommendations.
6. Receive Board of Supervisor priorities and revise short-list recommendations.
7. Refine scope and obtain detailed cost estimates on recommended short-list.
8. Identify and recommend funding for projects with funding sources outside the general fund.
9. Identify for consideration the most critical need projects with local cost (\$3.5 million has been set aside).
10. Identify phased projects that require funding for subsequent phases.
11. Separate projects that require additional study or have special circumstances that require detailed reports to the Board for consideration at a later date (e.g. special workgroups established for a particular CIP project).
12. Provide comments on other projects that deserve special mention.

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Review of Prior Year (2002-03) CIP Funding

In identifying projects to be considered for capital improvement expenditures for 2003-04, projects and funding allocations for 2002-03 were reviewed for savings, priorities and additional funding needs. In June 2002, approximately \$4.9 million in general fund local cost was initially approved for funding of CIP. In October 2002, the Board authorized the addition of approximately \$3.6 million of one-time funding for additional projects for a total general fund local cost of \$8.5 million. The 2002-03 budget also included \$13.3 million for projects with other funding sources. The following funding allocations by project type were made for CIP projects last year:

Table 4

SUMMARY OF 2002-03 CIP FUNDING BY PROJECT TYPE		
Category	Cost	% Local Cost
Heating, Ventilation, Air Conditioning (HVAC)	\$2,680,000	31.7
Health & Safety	2,137,000	25.2
Deferred Maintenance	1,640,000	19.4
Paving	1,202,000	14.2
Roofing	500,000	5.9
General Projects	303,000	3.6
Sub-Total – General Fund Local Cost	\$8,462,000	100.0
Projects with Reimbursable Funding Sources	13,279,251	
Total CIP Funding FY 2002-03	\$21,741,251	

Review of Carryover Projects

A summary of the status of previously approved CIP projects is attached as Exhibit E – General Fund Carryover Projects Summary, Exhibit F – Reimbursable Carryover Projects Summary, and Exhibit G – Airports Capital Improvement Projects.

Table 5

SUMMARY OF 2002-03 CIP CARRYOVER BALANCES						
	General Fund – Local Cost		Other Funding		Total	
Description	# of Projects	General Fund – Local Cost	# of Projects	Reimbursable Projects	# of Projects	Carryover Balances
Carryover from Prior Fiscal Years	23	\$ 4,653,656	22	\$18,567,735	45	\$23,221,391
2002-03 New Projects	14	4,411,040	5	10,439,748	19	14,850,788
2002-03 One Time Projects	7	2,207,252			7	2,207,252
2002-03 Mid-Year Insert Projects	1	315,000	5	1,578,887	6	1,893,887
Sub-Total Projected Carryover Balance (Fund CJV - See Exhibit E & F)	45	\$11,586,948	32	\$30,586,370	77	\$42,173,318
Projected Carryover Balance (Fund CJS – High Desert Juvenile Assessment and Detention Center – See Exhibit F)	1	\$8,421,056		\$10,529,640	1	\$18,950,696
Aviation (See Exhibit G)			41	22,420,382	41	22,420,382
TOTAL CARRYOVER	46	\$20,008,004	73	\$63,536,392	119	\$83,544,396

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Potential Funding Sources for 2003-04

Potential local cost funding sources for 2003-04 CIP projects were identified as follows:

Table 6

POTENTIAL LOCAL COST FUNDING SOURCES FOR 2003-04 CIP	
Category	Funding Source Allocation
Base Budget Allocation for General Fund – Local Cost CIP	\$3,500,000
Anticipated Savings from Completed CIP Projects*	24,000
Total Available for General Fund Local Cost Projects	\$3,524,000

- * During 2001-02 budget workshops, the Board asked staff to periodically review the carryover from prior CIP funding and determine if additional funds can be made available for new projects. A&E anticipates the savings from completion of 20 general fund projects in 2002-03 to be \$2,533,239 (see Exhibit E – General Fund Carryover Projects Summary, 2002-03 Completed Projects). Of this total, \$2.5 million will be returned to the general fund as proposed in the March 19, 2003 Financing Plan for the 2003-04 budget. We propose to make \$24,000 of this savings available for 2003-04 CIP projects. The balance of \$9,239 will be used to help offset cost overruns in other projects.

In addition, departments have identified other funding sources for a number of projects separate from the general fund target provided in the financing plan (e.g. Airports, ECD, department budgets, etc.). Expenditures for these projects will be reimbursed. The Board of Supervisors also has discretionary funding (designated in the 2002-03 mid-year budget allocation as total ongoing discretionary funding) available for **ALL** discretionary local costs, including CIP. The Board earmarked \$4 million of discretionary funding for deferred maintenance projects and \$6 million for the realignment of Valley Boulevard at Pepper Avenue in Colton.

CAO Administrative Review

CIP projects were categorized as follows:

1. Have a funding source other than the general fund CIP target
2. Eliminates health/safety hazards – costs are coded as:
 - a. A – American's with Disabilities Act
 - b. HSR – Roofing
 - c. HSP – Health/Safety Paving projects
 - d. HSO – Health/Safety Other
3. Results from deferred maintenance – costs are coded as:
 - a. DMH – Heating/Ventilation/Air Conditioning
 - b. DMP – Deferred Maintenance Paving
 - c. DMO – Deferred Maintenance Other
4. Implements mandated programs – costs are coded as M
5. Reduces operation or maintenance costs or generates revenue – costs are coded as:
 - a. OR – Operational – Reduces Costs or Generates Revenue
 - b. OP – Operational – Paving
 - c. OQ – Promotes economic revitalization or enhances the quality of life

The CIP requests were then reviewed and short-listed by CAO Administrative Analysts and Deputy Administrative Officers for each department/group. The total number of projects was initially narrowed from 197 to 74 with an estimated local cost of \$24.6 million.

Each Board Office was asked to review the short-list and full list of CIP's submitted by the departments and provide input. The CAO also met with A&E and FM to review and prioritize the projects. Detailed cost estimates were then prepared by A&E through outside cost estimators for 71 projects on the short-list

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(three projects were withdrawn). The revised cost for these projects, based on a more detailed scope of work, was \$18.0 million for general fund projects, \$1.62 million for general fund - other and \$2.9 million for other funded projects.

Preliminary Identified CIP Funding for 2003-04

\$6.326 Million

Given a poor economic outlook and state budget uncertainties, the CAO directed staff to propose funding for health and safety and deferred maintenance projects only. New construction projects would not be recommended for funding during 2003-04. Based on the input received, the CAO is recommending projects totaling \$6,326,000 for funding as follows (see Exhibit A – Short List Projects – Summary by Project Type):

Table 7

RECOMMENDED PROJECTS BY PROJECT TYPE FOR 2003-04 CIP					
Description	Type	General Fund Local Cost	General Fund Other	Other Funding Source	Total
Health/Safety – Other	HSO	\$1,999,000	\$1,120,000		\$3,119,000
General Projects - Operational – Economic Revitalization or Enhance Quality of Life	OQ		495,000	\$745,000	1,240,000
General Projects – Operational – Revenue	OR	20,000		280,000	300,000
Deferred Maintenance – Other	DMO	680,000		117,000	797,000
Health/Safety Hazard – Roofing	HSR	390,000		45,000	435,000
Deferred Maintenance – Paving	DMP	285,000			285,000
Americans with Disabilities Act	A	150,000			150,000
Heath/Safety Hazard – Paving	HSP				0
Deferred Maintenance – HVAC	DMH				0
Operational – Paving	OP				0
Total Identified Funding		\$3,524,000	\$1,615,000	\$1,187,000	\$6,326,000

Although funding recommendations are based on criteria listed under the section entitled “CAO Administrative Review”, the following is a summary of the recommended projects organized by geographic location in order to provide a picture of the geographic distribution (see Exhibit B – Summary of Recommended Projects by Geographic Location):

Table 8

RECOMMENDED FUNDING BY GEOGRAPHIC LOCATION FOR 2003-04 CIP				
Area	General Fund Local Cost	General Fund – Other*	Other Funding Source	Total
County-Wide – General	\$ 940,000		\$ 350,000	\$1,290,000
First District	300,000		637,000	937,000
Second District	725,000	\$40,000	50,000	815,000
Third District	475,000			475,000
Fourth District	116,000		150,000	266,000
Fifth District	968,000	1,575,000		2,543,000
Total Identified Funding	\$3,524,000	\$1,615,000	\$1,187,000	\$6,326,000

*In prior budget years, the CIP budget had two categories of funding: general fund and reimbursable funding sources. A portion of the reimbursable funding sources were actually general fund dollars that the Board controls (e.g. department budget funding, Justice Facilities Reserve (JFR), realignment, and special revenue funds). While reimbursable to the CIP, the Board requested the CAO identify these other general fund sources that reimburse the CIP separate from other funding sources (such as Community Development Block Grant (CDBG), state/federal grants, airport funding sources and Inmate Welfare

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Fund). This year's CIP summary includes a column entitled "General Fund – Other" to capture those funding sources that are general fund but reimbursable to CIP.

Following is a detailed summary of each new proposed project by District:

Table 9

PROPOSED NEW PROJECTS BY GEOGRAPHIC LOCATION FOR 2003-04						
District/City/Department/Site	Description	Type	General Fund CIP Local Cost	General Fund - Other	Other Funding	Total
Countywide						
Various	Facilities Management Budget for minor CIP projects	DMO	\$400,000			\$400,000
Various	Funds for roof restoration	HSR	390,000			390,000
Various	Funds to continue ADA improvement program	A	150,000			150,000
Various	ECD Projects (CDBG funds)	OQ			\$350,000	350,000
	Countywide Total		\$940,000	\$0	\$350,000	\$1,290,000
First District						
Lucerne Valley – Library – 33103 Woman Springs Rd.	1,104 SF expansion of Library (First District, CDBG, Library & Private Funding). Total project cost estimate of \$380,000.	OQ			\$330,000	\$330,000
Yermo – Regional Parks (RP) -Calico Ghost Town	Remodel upper town restrooms	DMO	\$260,000			260,000
Victorville - Regional Parks – Mojave Narrows RP	Design Park Flood Control	DMO	20,000		27,000	47,000
Victorville – Regional Parks - Mojave Narrows RP	Design Horseshoe Lake stabilization & rehabilitation	OR	20,000			20,000
Apple Valley – Airports – 21600 Corwin Rd.	Construct shadeports @ terminal apron	OR			140,000	140,000
Twentynine Palms –Airports – 78569 29 Palms Hwy	Construct shadeports	OR			140,000	140,000
	First District Total		\$300,000	\$0	\$637,000	\$937,000
Second District						
Devore – A&E - Glen Helen Region	Replace deteriorated water system (Phase III)	HSO	\$500,000			\$500,000
Devore – Regional Parks – Glen Helen RP	Rehabilitate campground paving	DMP	225,000			225,000
Devore – Sheriff – 18000 W. Institution Road	Remove/Replace (R/R) dishwasher	OQ			\$50,000	50,000
Devore – Sheriff – 18000 W. Institution Road (JFR)	Modernize utility feed	HSO		\$40,000		40,000
	Second District Total		\$725,000	\$40,000	\$50,000	\$815,000
Third District						
Redlands – Museum – 2022 Orange Tree Lane	Install fire suppression / sprinkler system	HSO	\$200,000			\$200,000
Redlands – Museum – 2022 Orange Tree Lane	Correct code violations & deficiencies	HSO	275,000			275,000
	Third District Total		\$475,000	\$0	\$0	\$475,000
Fourth District						
Chino – Museum – 17127 Pomona Rincon Road	Provide potable water	HSO	\$116,000			\$116,000
	Repair Cal Aero Building roofs	HSR			\$45,000	45,000
	Merrill Avenue beautification	OQ			15,000	15,000
	Building Improvements – A270, 440, 480, 485 & 490	DMO			40,000	40,000
	Dome hangars 1-4 rehab	DMO			50,000	50,000
	Fourth District Total		\$116,000	\$0	\$150,000	\$266,000

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Table 9 (Continued)

District/City/Department/Site	Description	Type	General Fund CIP Local Cost	General Fund - Other	Other Funding	Total
Fifth District						
San Bernardino – Auditor-Controller – 222 W. Hospitality Lane	Remodel 1 st Floor	OQ		\$335,000		\$335,000
San Bernardino – Auditor-Controller – 222 W. Hospitality Lane	Remodel 2 nd Floor	OQ		160,000		160,000
Colton – ARMC – 400 N. Pepper Avenue	Convert Behavioral Health beds to medical beds	HSO		1,080,000		1,080,000
San Bernardino/Fontana – FM - 316 & 364 N. Mt. View; 825 E. 3 rd St.; 630 E. Rialto Avenue (2); 17780 & 17830 Arrow Blvd.	Rehab hydraulic elevators (Phase I). 2 elevators remain @ \$140k	HSO	\$428,000			428,000
San Bernardino – FM – 172 W. Third St.	Upgrade fire alarm system	HSO	360,000			360,000
San Bernardino – FM – 351 N. Mt. View Avenue	Upgrade fire alarm system	HSO	120,000			120,000
San Bernardino – A&E – Pavement Management – 630 E. Rialto Avenue & 825 E. 3 rd St.	Seal coat parking lots	DMP	60,000			60,000
	Fifth District Total		\$968,000	\$1,575,000	\$0	\$2,543,000
	Grand Total		\$3,524,000	\$1,615,000	\$1,187,000	\$6,326,000

Proposed CIP Project Highlights

Highlights of 2003-04 proposed CIP projects are detailed below:

- Roofing Projects**

\$390,000

The CAO proposes to increase local cost funding for on-going roof restoration for county buildings from \$150,000 budgeted in 2002-03 to \$390,000 for 2003-04. With increased precipitation this winter, the need to increase expenditures for preventative maintenance of the roofs became apparent. FM undertook the repair of 30 facility roofs in the spring. While most of the buildings could be repaired with existing FM maintenance staff or local contractors, three buildings were identified that require new roofs and an additional twelve buildings were determined to need further assessment. FM is in the process of retaining the services of a roofing specialist to evaluate existing roofs, provide cost analysis of needed repairs, and make recommendations for on-going maintenance. The results of this evaluation will be the basis upon which projects are prioritized for future funding. The three roofs that require immediate attention will be proposed for funding mid-year from contingencies earmarked for deferred maintenance.

- Water Systems**

\$683,000

The 2003-04 CIP includes several proposed water system projects:

- Glen Helen Water System - In 2001-02 and 2002-03 budgets, the Board approved Phase I (\$700,000 to drill wells) and Phase II (\$1,500,000 to add water tank storage) of the Glen Helen Water system to meet potable water demand for the Sheriff and Regional Park facilities in Devore. The 2003-04 CIP proposes to complete the project with \$500,000 to replace the delivery system pipes.
- Victorville – Regional Parks – Mojave Narrows Regional Park – During heavy rains, storm water runoff floods campground and picnic areas and overflows the earthen Horseshoe Lake Dam at Mojave Narrows Regional Park. The 2003-04 CIP proposes to provide funding in the amount of \$67,000 to begin design to address flood control (\$20,000 from the general fund and \$27,000 from the Flood Control District) and to design to address drainage problems, stabilize and renovate the lake (\$20,000). The plans will be used by Regional Parks to seek additional funding

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for the project. Total estimated project costs are \$.7 million for flood control and \$1.9 million for stabilization and renovation of the Lake.

- Chino Museum – The 2003-04 CIP budget proposes to provide a potable water source for the Yorba-Slaughter Adobe Museum. The existing well is contaminated. \$116,000 is proposed to drill a new well on the site.

- **Pavement Management** **\$285,000**

In the 2002-03 budget, the CAO requested A&E to prepare a Pavement Management System (PMS) for countyowned office building parking lots. Efforts were first concentrated in the San Bernardino area. Three major government center locations were evaluated: County Government Center, Gilbert Street facilities, and Third Street facilities. The general conditions were found to be poor. Four methods to extend the life of the parking lots were identified (listed in order of condition and cost): Sealcoat, Slurry Coat, Flood Seal, and Remove and Replace. The Board approved a total of \$1,202,000 for paving projects in 2002-03 and work is in progress to rehabilitate seven major parking lot locations. In evaluating the methods available, A&E has determined that if a parking lot has not reached the "Remove and Replace" status, the sealcoat method supplemented with crack sealing, provides the county with the most value, both in terms of appearance and cost. As a result, the CAO has requested the PMS be revised and include all parking lots countywide, including Regional Park facilities, utilizing the sealcoat or remove and replace methods. While \$593,000 was proposed to be funded in 2003-04 for San Bernardino parking lots, given budget constraints and experience gained in completing work on parking lots during 2002-03, \$60,000 using the sealcoat method is proposed for funding for San Bernardino parking lots in 2003-04. In addition, one paving project in the amount of \$225,000 is proposed at Glen Helen Regional Park. The total proposed funding for paving projects for 2003-04 is \$285,000. After the entire PMS is developed countywide, funding will be programmed for future budget years.

- **Elevator Hydraulic Ram Replacement Projects** **\$428,000**

The contract elevator maintenance companies for the county's multi-story, elevator-served buildings have identified nine elevators in eight buildings that have single bottom hydraulic cylinders that require replacement with new double bottom cylinders. The single bottom cylinders are subject to corrosion caused by groundwater content and electrolysis conditions within the soil. In 1972, the building code required all new elevators have a double bottom cylinder, and in 1980, the code further required all metal cylinders be wrapped or have new installed cylinders constructed from non-corrosive material. The nine elevators were all installed prior to 1971. The 2003-04 CIP budget proposes to rehabilitate six of the nine elevators. All of the elevators are being closely monitored for hydraulic cylinder leaks during monthly service inspections until such time as the work can be completed. The interiors of the elevators will also be improved and brought up to current ADA standards. The remaining three elevators will be proposed for funding in 2004-05.

- **Fire Alarm System Upgrades** **\$480,000**

Annually, the Human Resources Department, Risk Management Division, conducts fire inspections at county facilities. The inspections are performed by the property underwriting services, user department, and Facilities Management Department to minimize the risk of loss due to fire. Reports with recommendations and/or corrective actions are generated and issued to FM and the user department. Recommendations have been made to improve fire protection systems in seven office buildings. Fire protection can be defined as either fire alarms and/or sprinkler systems installed in the buildings. Facilities with the lowest amount of fire protection were given the highest priority. The 2003-04 proposed CIP budget includes the installation of fire alarm systems in the two buildings that lack either type of fire protection: 172 W. Third St., San Bernardino (\$360,000) and 351 N. Mt. View Avenue, San Bernardino (\$120,000). Upgrades of fire alarm systems to the remaining five buildings will be proposed for funding in future budget years.

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Recommendations for continued improvements to the CIP

Several recommendations to improve the CIP in the future were identified in past budget processes. We have repeated those recommendations with status/updates shown in **bold** type.

1. Consider stepping up base CIP funding allocation annually (\$3 million in 2002-03). **The base CIP funding was increased to \$3.5 million for 2003-04 and additional one-time funding was approved by the Board in 2002-03 in the amount of \$5.4 million to address the deferred maintenance backlog.**
2. Develop a long-term plan for deferred maintenance and major repair/replacement projects (e.g. roofing, paving, HVAC). Separate these from the CIP process with an emphasis on efficiency and cost reduction. **Energy management systems, HVAC deferred maintenance program, and paving management systems were undertaken in 2001-02 and 2002-03. A more comprehensive countywide pavement management system and roof condition analysis is underway for 2003-04. In addition, fire alarm and elevator systems were evaluated and programmed for funding beginning in the 2003-04 CIP budget.**
3. Develop a 5-year rolling plan with funding options for capital improvement projects. **Funding was set aside in CIP in 2001-02 for long-term space planning. A Master Space Plan study for the San Bernardino area will be completed by June 2003. Procedures are being developed for 5-year rolling plans for all departments countywide.**
4. Review adequacy of minor maintenance allocation for FM annually (currently \$400,000). **FM receives requests for minor CIP projects (less than \$25,000) well in excess of the budgeted \$400,000 annually, however, this allocation was not increased due to budget constraints.**
5. Begin CIP process earlier in the fiscal year and provide mid-year proposals as appropriate. **The CIP process was started three months earlier in 2002-03 and 2003-04. Beginning the process earlier has provided additional time to adequately evaluate projects, develop scopes of work, and prepare detailed cost estimates that are more reliable than past practices.**
6. Periodically review carryover from prior CIP funding and revise projections and allocation of funds if appropriate. **The carryover list was reviewed, funds were reallocated, and savings from completed projects are being proposed to be used for 2003-04.**